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Gender in UNDP

UNDP gender equality strategy, 2014-2017
The future we want: Rights and empowerment

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I. Introduction

1. The promotion of gender equality and the empowerment of women is central to the mandate of UNDP and intrinsic to its development approach. This effort includes advocating for women's and girls' equal rights, combatting discriminatory practices and challenging the roles and stereotypes that affect inequalities and exclusion.

2. This UNDP gender equality strategy, 2014-2017, is presented at a pivotal time in the sphere of global policy development. While the world works to achieve the Millennium Development Goals (MDGs) by 2015, efforts are underway to devise a new set of sustainable development goals to guide global development beyond 2015. At the United Nations Conference on Sustainable Development (Rio+20) in June 2012, participants reached consensus on the need for a more expansive development paradigm based on inclusiveness, equality and sustainability. World leaders affirmed at Rio+20 that gender equality and women's participation "are important for effective action on all aspects of sustainable development," as reflected in General Assembly resolution 66/288. Gender equality, rooted in human rights, is increasingly recognized both as an essential development goal on its own and as vital to accelerating sustainable development overall.

3. The final two years before the 2015 MDG deadline present an opportunity to intensify investments to achieve the MDGs and advance gender equality and women's empowerment. The MDG review process, including the 58th United Nations Commission on the Status of Women in 2014, provide an opportunity to review lessons learned and embrace best practices in advancing gender equality and women's empowerment. The International Conference on Population and Development (ICPD) Beyond 2014 review, the 2015 Beijing+20 review, and the discussions on post-2015 sustainable development goals provide further opportunities to create renewed consensus and global commitments to create a more equal, inclusive, sustainable world.

4. Despite progress since the Fourth World Conference for Women in Beijing in 1995, a range of challenges to gender equality and women's empowerment remain. These include women's unequal access to economic and environmental resources; social and legal discrimination against women and girls; their disproportionate burden of unpaid work; and violence against women, which is not only a violation of basic rights but also hinders women's economic and political empowerment. These challenges hold back progress for women, their families and countries. In the poorest countries, and in settings affected by violent conflict or natural disasters, gender inequalities often increase and their negative impacts on development are exacerbated.

The gender equality strategy, 2014-2017: Mission and approach

5. In line with the vision in the UNDP strategic plan, 2014-2017, the mission of the gender equality strategy, 2014-2017, is to contribute to the eradication of poverty and the significant reduction of gender inequalities by empowering women and promoting and protecting their rights. By advancing gender equality and empowering women as agents of change and leaders in the development processes that shape their lives, UNDP envisages a more inclusive, sustainable and resilient world.

6. For UNDP, gender equality is grounded in international human rights, norms and standards. The fulfilment of women's and men's civil, cultural, economic, political and social rights is central to the UNDP human development framework and is vital to achieving sustainable development. UNDP prioritizes gender mainstreaming as the main strategy to achieve gender equality.[1] The UNDP approach to gender mainstreaming is a dual one: UNDP supports the empowerment of women and girls through gender-specific

[1] As articulated by the United Nations Economic and Social Council in its resolution 1998/43.

targeted interventions and also addresses gender concerns in the developing, planning, implementing and evaluating of all policies and programmes.

7. The UNDP approach to implementing the gender equality strategy, 2014-2017, will include special attention for women and girls facing multiple and intersecting forms of discrimination, as a result of ethnicity, disability, or migratory and indigenous status. It will rely heavily on South-South learning and cooperation, including by sharing knowledge, research and best practices on policies, programmes and strategies and by facilitating research and exchanges among partners from different countries and regions. This will include sharing experiences among partners and women's groups from the South and fostering greater collaboration among countries facing similar development challenges.

8. Special attention to engaging men and boys in supporting gender equality advocacy and action is also critical and will be a particular strategy of UNDP work to prevent and respond to sexual and gender-based violence.

9. UNDP recognizes that achieving progress on gender equality and women's empowerment requires working collaboratively with other actors. In particular, UNDP will continue partnering with UN-Women to support intergovernmental bodies on gender equality in their formulation of policies, global standards and norms. In close coordination with UN-Women, UNDP will help Member States to implement these standards by providing technical support to countries that request it. UNDP remains accountable to UN-Women through the United Nations system wide action plan (UN-SWAP), the United Nations Development Group (UNDG) and the United Nations system at large, as well as its stakeholders, for its own commitments on gender equality. As UNDG chair and manager of the resident coordinator system, UNDP will continue to ensure that gender equality considerations are integrated in the coordination of United Nations system development assistance activities (see section 5.1).

UNDP comparative advantages for achieving gender equality

10. The gender equality strategy, 2014-2017, builds on the achievements and lessons learned from the first gender equality strategy, 2008-2013. These lessons are captured in annex 4 and 5. UNDP comparative advantages in achieving gender equality results include:

(a) A universal presence with resident offices in more than 170 countries and status as the only United Nations organization with a broad development mandate. UNDP is also the manager of the resident coordinator system and chair of UNDG;

(b) Recognition as being neutral and able to act as a facilitator to broker dialogue among diverse actors;

(c) The ability to leverage partnerships with central line ministries of government and other governing institutions to promote legal and policy reforms that eliminate structural barriers to gender equality and put in place policies to empower women and girls;

(d) The power to convene civil society, women's groups and other non-governmental actors to engage in policy-making processes with national authorities; and,

(e) Recognition as a thought leader, including through its annual *Human Development Report* and other publications, which provide opportunities to advocate for policy reforms and changes in social norms and behaviours.

The structure of the gender equality strategy

11. The gender equality strategy, 2014-2017, provides strategic guidance to UNDP business units to mainstream gender as they operationalize the UNDP strategic plan, 2014-2017, which provides outputs and indicators for gender equality for each of its seven outcomes, including outcome 4 on reducing gender inequalities and promoting women's empowerment. The gender equality strategy goes a step further than the UNDP strategic plan by providing detailed strategic entry points for integrating gender equality into each outcome area, including outcome 4.

12. Rather than offering a one-size fits-all prescriptive priorities, the strategy relies on a set of parameters for development programming, within which country offices will design their gender equality action plans as part of their country programme documents and in synch with the relevant regional programme. These interventions will be consistent with the UNDP strategic plan and global programme, national development planning instruments, including for gender equality, and the United Nations Development Assistance Framework (UNDAF) for the specific Member State. This approach ensures national ownership and United Nations coordination in the strategy's response to women's local development challenges. The gender equality strategy is organized as follows:

(a) Section 1 provides the context, mission and approach of the strategy, UNDP comparative advantages and the document structure;

(b) Section 2 presents global and United Nations system-wide commitments on gender equality;

(c) Section 3 explains how gender equality will be integrated into each outcome of the UNDP strategic plan, 2014-2017;

(d) Section 4 outlines the institutional arrangements supporting integration of gender equality considerations into UNDP activities;

(e) Section 5 addresses the UNDP coordination role within the United Nations system, particularly its partnership with UN-Women, and its collaboration with civil society; and

(f) Section 6 describes how UNDP will report on and evaluate the gender equality strategy.

II. Mandate

Global commitments to gender equality

13. All major global commitments today address gender equality in the context of their thematic concerns, as have a range of international, regional and national norms, standards and commitments.[2] The salient global commitments guiding UNDP efforts to advance gender equality include: the Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW); the Beijing Platform for Action; the Millennium Declaration and Development Goals; the United Nations Declaration on the Elimination of Violence Against Women; the International Conference on Population and Development; United Nations Security Council resolutions 1325, 1889, 1820, 1888, 1960, 2106 and 2122; the United Nations Framework Convention on Climate Change; the Hyogo Framework for Action; aid effectiveness commitments, and a range of regional commitments. These global and regional commitments are summarized in annex 2.

[2] Follow link for: the 10 core international human rights treaties.

United Nations system-wide commitments on gender equality

14. Since the launch of the first UNDP gender equality strategy, 2008-2013, the United Nations has strengthened its commitments to advancing gender equality and women's empowerment in all its work. In 2010, the United Nations General Assembly established the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) to strengthen coordination and accountability for gender equality results across the organization.

15. *United Nations system-wide action plan.* Under the leadership of UN-Women, UN-SWAP was developed to implement the United Nations policy on gender equality and women's empowerment. Approved by the Chief Executives Board in April 2011, UN-SWAP establishes a common understanding of and standard requirements for mainstreaming gender equality and women's empowerment in the following six areas: accountability, results-based management, oversight, human and financial resources, capacity, and coherence, knowledge and information management. UNDP is in the process of ensuring that it complies with UN-SWAP requirements, some details of which are provided in section 5.

16. *Quadrennial comprehensive policy review.* In December 2012, the General Assembly passed resolution 67/226 on the quadrennial review, thereby complementing UN-SWAP. The resolution calls for increased investments in and focus on outcomes and outputs relating to gender equality and the empowerment of women, and for the acquisition of sufficient technical expertise in gender mainstreaming to ensure coherent, accurate and effective monitoring, evaluation and reporting on gender equality results and on the tracking of gender-related resource allocation and expenditure. Resolution 67/226 also encourages United Nations organizations to collect, analyse and disseminate comparable data, disaggregated by sex and age, to guide country programming.

III. Integration of gender equality in strategic plan, 2014-2017, outcomes

UNDP pillars in its strategic plan, 2014-2017, and gender equality

17. The UNDP strategic plan, 2014-2017, outlines three main areas of work: (a) sustainable development pathways; (b) inclusive and effective democratic governance systems; and (c) resilience-building.

Sustainable development pathways

18. The sustainable development pathways area of work provides an opportunity to address inequalities and reshape policies to empower women and girls in all their diversity, so that they can become catalytic agents of change and equal partners with men in the quest to promote growth that is inclusive, just, equitable and sustainable. With women's engagement, success in eradicating poverty, promoting sustainable consumption and production patterns and sustainable management of natural resources can be achieved.

Inclusive and effective democratic governance systems

19. Ensuring women's and men's equal participation in governance processes, and their equal benefits from services, are preconditions for the achievement of inclusive and effective democratic governance. The democratic governance area of UNDP work provides an opportunity to advance women's legal rights and empowerment, strengthen their access to justice, ensure gender responsive and equitable service delivery, and promote their equal participation in decision making.

Resilience building

20. Gender equality and women's empowerment are integral to building individual, institutional and societal resilience. Systemic inequalities overall, and especially those between women and men in the economic, social and political spheres, exacerbate the impact of economic, disaster and climate-related and political shocks and impede sustainable development and durable peace. Women need to be engaged at all stages of formal and informal peace processes and their priorities must inform the agenda for conflict prevention, early recovery from crises, durable peace, resilience and sustainable development.

Outcomes (1-7) of the UNDP strategic plan, 2014-2017

21. This section of the gender equality strategy provides entry points for advancing gender equality and women's empowerment in each outcome of the strategic plan. Replication of strategic entry points in outcome 4 with other outcomes is intentional to ensure that, regardless of the outcome on which a country office focuses, gender equality will be addressed.

Outcome 1: Growth is inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded.

22. Outcome 1 recognizes that to eradicate poverty, future growth and development must be inclusive, equitable and sustainable, and that the equal participation of women is a prerequisite for achieving sustainable development.

Strategic entry points:

(a) UNDP will work with national partners to support approaches to transform traditional gender norms and reduce or eliminate the barriers to women's economic empowerment. (See output 4.1)

(b) UNDP will support national partners to increase the gender responsiveness of social protection measures. (See output 4.1)

(c) UNDP will support partners to integrate gender considerations and expand women's participation in the development and implementation of inclusive sustainable development strategies. (See output 4.5)

(d) UNDP will support partners to ensure gender-responsive governance of natural resource management. (See output 4.5)

(e) UNDP will support partner efforts to increase women's access to and ownership and management of ecosystem goods and services, including through climate finance. (See output 4.5)

(f) UNDP will support governments to ensure that women can access affordable and clean energy. (See output 4.5)

Outcome 2: Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance.

23. Outcome 2 is about establishing or strengthening the framework for democratic governance and building resilience into the principles, rules of engagement, systems and core institutions of governance.

Strategic entry points:

(a) UNDP will support efforts to accelerate the equal participation of women, including young women and marginalized groups, in decision making. (See output 4.4)

(b) UNDP will provide technical assistance to establish or strengthen mechanisms to advance gender equality and women's empowerment in governance processes. (See output 4.4)

(c) UNDP will support women's networks and civil society movements to bring gender equality perspectives into policy making and legal reforms, including those related to transparency and accountability, and will leverage its partnerships with governance authorities, public administrations and other key policy making bodies to provide opportunities for their engagement.

(d) UNDP will support partners to ensure gender-responsive governance of natural resource management. (See output 4.5)

(e) UNDP will support legal and policy reforms to accelerate women's rights in law and practice, eliminate discrimination and eradicate sexual and gender-based violence. This includes supporting national institutions in fulfilling international human rights obligations, including national implementation of CEDAW, as well as providing technical, policy and advocacy support in relation to constitutions, laws on gender equality, family, domestic violence, property, land, inheritance and citizenship and supporting legal literacy, advocacy and training on women's rights for women, communities and religious and traditional leaders.

Outcome 3: Countries have strengthened institutions to progressively deliver universal access to basic services.

24. Outcome 3 focuses on the capacity of institutions to lead the development process and deliver justice, security and other basic services to all women and men, including the most marginalized.

Strategic entry points:

(a) UNDP will work to ensure that the restoration of core government functions in post-conflict situations will be delivered by women and men and will be responsive to the particular needs of both women and men. Support will be provided to ensure that gender equality and women's empowerment are budgetary and policy priorities in post-conflict contexts and that budget allocations are gender responsive.

(b) UNDP will support national and subnational actors to expand women's access to services, including health, social protection, security and HIV, and engage women and men equitably in the prioritization and provision of local services. This includes supporting women's groups in developing and leading anti-corruption initiatives.

(c) UNDP will work with partners[3] to ensure the effective delivery of HIV services through targeted interventions by and for women infected and affected by HIV. Specific attention will be given to addressing gender-based violence and the role of men and boys in HIV prevention.

(d) UNDP will support national partners to provide victims of sexual and gender-based violence with multi-sectoral support and services. (See output 4.2)

(e) UNDP will support national efforts to strengthen women's access to justice in formal and informal systems. This includes increasing the gender-responsiveness of the judicial, security and legal sectors through capacity building and increased representation of women in decision making; the promotion of the legal empowerment of women; and engagement of religious and traditional leaders on women's rights.

(f) As gender equality is a driving factor in achievement of the MDGs, all MDG assessments and action plans (including MDG acceleration framework action plans)

[3] Including the Joint United Nations Programme on HIV/AIDS and the Global Fund to Fight AIDS, Tuberculosis and Malaria.

will be informed by gender analysis and targeted interventions will be undertaken to address persistent gender inequalities.

Outcome 4: Faster progress is achieved in reducing gender inequality and promoting women's empowerment.

25. Outcome 4 demonstrates UNDP commitment to "substantially increase the investment in and focus on outcomes and outputs relating to gender equality and the empowerment of women in United Nations development framework programmes".[4] It reinforces and complements the integration of gender equality and women's empowerment throughout the rest of the outcomes.

Strategic entry points:

26. In order to promote gender equality and women's empowerment in outcome 4, strategic entry points fall under five output areas identified in the integrated results and resources framework of the UNDP strategic plan, 2014-2017.

27. *Output 4.1. Country led measures accelerated to advance women's economic empowerment.* UNDP will work with national partners, such as ministries of finance and planning, to support approaches that reduce or eliminate the barriers, often invisible, to women's economic empowerment. This will require working with the private sector and includes addressing the cross-cutting issue of women's unpaid labour and time constraints; promoting women's decent work; supporting policy and legislative reforms to ensure women's equal access to and control over productive assets, including land and credit; and incorporating gender perspectives into public finance management and promoting gender-responsive budgeting. UNDP will support national partners' efforts to increase the gender responsiveness of social protection measures in order to enable women as well as men to participate in the economy and manage their households. These measures include social insurance to protect against unemployment, ill health and disability; subsidized agricultural inputs; and employment guarantee schemes.

28. *Output 4.2. Measures in place and implemented across sectors to prevent and respond to sexual and gender-based violence.* UNDP will support national partners' efforts to develop and implement the required legal and policy frameworks to combat sexual and gender-based violence, which in addition to being a violation of basic rights also prevents women from exercising any of their other economic and political rights. This includes working with state actors, traditional, community, religious leaders and women to advance justice for survivors of sexual and gender-based violence. UNDP will support national partners in providing victims of sexual and gender-based violence with multi-sectoral support and services (justice, security, health and economic). This includes specialized and mobile courts, police and legal aid, enhancing the gender equality capacities of male and female police, prosecutors and judges and increasing the number of women in the justice and security sectors. UNDP will support research, public awareness and community mobilization campaigns on the prevention of and response to sexual and gender-based violence, including by working with men and boys. This work also will focus on transforming gender stereotypes, roles and relationships.

29. *Output 4.3. Evidence-informed national strategies and partnerships to advance gender equality and women's empowerment.* UNDP will leverage its position as the United Nations lead development agency and draw upon its flagship publications such as the annual *Human Development Report* to advocate for gender equality and women's empowerment and to demonstrate the linkages between gender equality and improved development outcomes to influence global discourse, including in the context of the MDG review, Beijing+20 and the post-2015 development process. UNDP will strengthen

[4] General Assembly resolution 67/226, paragraph 81.

capacities to collect, analyse and use a range of data relevant to gender-responsive policy making, including sex disaggregated data, and will collaborate in these efforts with the United Nations system. UNDP will use tools such as the gender inequality index, which shows the loss in human development as a result of gender inequalities, for policy analysis and advocacy. UNDP will support national, regional and global partners to undertake research, assess progress and advocate for gender equality and women's and girls' empowerment, including in the context of the MDG review, Beijing+20 and the post-2015 development process. UNDP will facilitate the sharing of this knowledge and experience among partners in the South.

30. *Output 4.4. Measures in place to increase women's participation in decision making.* UNDP will support advocacy, policy and legal reforms to accelerate the equal participation of women, including young women and marginalized groups, in decision making across all branches of the state. This includes promoting women's participation as voters and candidates in electoral processes; supporting women's representation in governance institutions, including constitutional committees, parliaments, public administrations and the judiciary. UNDP will provide technical assistance to establish or strengthen mechanisms to advance gender equality and women's empowerment in governance processes. This includes providing direct support for gender committees and commissions, and women's caucuses and networks. UNDP will support women's leadership and participation in conflict mitigation, mediation and peacebuilding. This will include supporting women's negotiating capacities; strengthening women's networks; and supporting partners to implement United Nations Security Council resolution 1325.

31. *Output 4.5. Measures in place to increase women's access to environmental goods and services (including climate finance).* UNDP will work with governments, non-governmental organizations, communities and the private sector to integrate gender considerations and expand women's participation in the development and implementation of inclusive sustainable development plans and policies, including in climate change adaptation and mitigation. UNDP will support partners to ensure gender-responsive governance of natural resource management. This includes ensuring women's full participation in decision making on the use, management and protection of natural resources. Women's equal ownership and access to those resources for domestic and productive purposes is a key component of this work. UNDP will support partner efforts to increase women's access, ownership and sustainable management of ecosystem goods and services, including through climate finance. This will include working on policies and programmes to remove structural barriers to equal opportunities for women in green business and in upcoming climate adaptation and mitigation industries. UNDP will build the capacities of female entrepreneurs and workers to start and scale up green businesses. UNDP will support governments to ensure that women can access affordable, clean energy and will support capacity building of women to participate in the development of policy and institutional frameworks. This will include supporting training and the establishment of incentive mechanisms to enable women to become energy entrepreneurs and to participate in public-private partnerships.

Outcome 5: Countries are able to reduce the likelihood of conflict, and lower the risk of natural disasters, including from climate change.

32. This outcome focuses on UNDP activities to help countries to rapidly and effectively recover from conflict-induced crises in cases where prevention has fallen short, and to deal with the consequences of natural disasters, especially as they are exacerbated by climate change.

Strategic entry points:

(a) UNDP will support the mainstreaming of gender equality and women's empowerment in disaster and climate risk reduction policies and plans, as well as in the budgetary frameworks of key sectors (such as water, agriculture, energy, health and education). This includes supporting national capacities to collect, analyse and use sex and age-disaggregated data and analyse climate and disaster risk from a gender perspective.

(b) UNDP will strengthen the participation of women in decision-making processes on climate adaptation, mitigation and disaster risk reduction. This includes building capacities of women's organizations to participate in the formulation and implementation of policies, programmes and strategies, as well as building capacities of relevant institutions to integrate gender perspectives.

(c) UNDP will ensure that disaster risk reduction, climate mitigation and adaptation programmes specifically support women in developing their resilience to disasters and climate change. Securing their rights and tenure to land, water, forests, housing and other assets is critical to this effort, as is ensuring their access to clean and green alternative livelihoods.

(d) In conflict and post-conflict contexts, UNDP will pay particular attention to ensuring women's participation in decision-making fora. (See output 4.4)

(e) UNDP will support women's organizations in the development of policy frameworks and institutional mechanisms for consensus building and the peaceful management of conflicts.

Outcome 6: Early recovery and rapid return to sustainable development pathways are achieved in post-conflict and post-disaster settings.

33. UNDP believes that early recovery interventions that create livelihoods, revitalize local economies, build social cohesion and address structural inequalities between men and women can provide the foundation for full recovery and chart a path for sustainable development.

Strategic entry points:

(a) UNDP will promote women's and men's equal involvement as beneficiaries of local development, employment creation, front-line service delivery and reintegration programmes in post-conflict and post-disaster situations. This will include a particular focus on increasing women's access to safe productive livelihoods and increasing the proportion of benefits accruing to women through temporary employment in early economic recovery settings.

(b) UNDP will support the building of women's negotiation capacities and the gender sensitization of men to contribute to gender responsive conflict prevention and peacebuilding interventions. This includes supporting coalition building of women's networks to enable them to voice their priorities during decision making over recovery priorities and re-establishment of basic services.

(c) UNDP will support greater participation of women in early recovery by ensuring that post-disaster and post-conflict needs assessments provide sex-disaggregated data and identify gender-related priorities, and that recovery plans integrate resources for implementation of responses to identified needs.

(d) As part of early recovery efforts, UNDP will provide support for the design of context-specific transitional justice approaches that facilitate reconciliation and establish a culture of accountability and respect, especially for women's rights and claims. Victims' needs for reparation and justice will be at the centre of these efforts, which also provide essential reinforcement for social cohesion and development efforts.

(e) UNDP will work with national actors to ensure that security and justice systems effectively address sexual and gender-based violence and combat discriminatory social norms. (See outputs 4.2 and 4.2)

Outcome 7: Development debates and actions at all levels prioritize poverty, inequality and exclusion, consistent with our engagement principles.

34. This outcome focuses on ensuring the centrality of sustainable human development principles in key development debates and actions, through the prioritization of poverty, inequality and exclusion.

Strategic entry points:

(a) UNDP will leverage its position as the United Nations lead development organization and draw upon its flagship publications to advocate for gender equality, women's empowerment and the rights of women and girls, and to demonstrate the linkages between gender equality and improved development outcomes. (See output 4.3)

(b) UNDP will strengthen capacities to collect, analyse and use a range of data relevant to gender-responsive policy making, including sex disaggregated data, to inform policy making. (See output 4.3)

(c) UNDP will support national, regional and global partners in undertaking research and documenting best practices as part of the above-referenced global development debates. (See output 4.3)

IV. Institutional effectiveness for gender mainstreaming

35. Since the launch of its first gender equality strategy, 2008-2013, UNDP has developed the institutional framework for ensuring gender equality results and has invested in building capacities to bring gender analysis into all areas of its work. UNDP is adapting its institutional framework to align its policies and procedures with UN-SWAP, which calls on all United Nations organizations to take specific measures to increase accountability and oversight for mainstreaming gender equality and women's empowerment and ensuring gender equality results. UNDP is also implementing the 2012 quadrennial review recommendations on gender equality.

Policy and planning

36. UN-SWAP recommends that the central planning documents of all United Nations organizations include at least one gender outcome with appropriate outcome indicators. This measure is addressed in the UNDP strategic plan, 2014-1017, one of whose seven outcomes is dedicated to gender equality and which integrates gender equality throughout.

37. UN-SWAP requires all United Nations organizations to have strategies and plans promoting gender equality and women's empowerment and policies for ensuring equal representation of men and women within the organizations. This gender equality strategy serves this purpose. UNDP also has a gender parity strategy, discussed later in this document and found in annex 6.

38. UNDP also has committed to mainstreaming gender in corporate annual business plans, integrated work plans and country programme documents. All UNDP country programmes will include specific measures to address gender inequalities and gender (and sex) disaggregated indicators, which the respective regional bureaux will monitor.

39. UNDP will ensure that at all stages of the programme/project cycle, starting from the design phase, gender concerns are integrated. Clear guidance for gender mainstreaming in the programme/project cycle will be included in the UNDP quality assurance tool. Every

appraisal (including of country programme documents and programmes/projects) will undergo gender screening.

40. The UNDP environmental and social screening procedure is now also a mandatory project-level screening requirement. The tool aims to minimize or offset the potentially adverse environmental and social impacts of UNDP development work. The screening checklist includes specific questions related to the project's gender equality impact and engagement with women.

Accountability and oversight

41. UNDP gender equality results to date have been supported by its accountability framework, which includes regular reporting to the Executive Board and management oversight mechanisms, such as the Gender Steering and Implementation Committee (GSIC), and tools, such as the gender marker. These are discussed further below.

Gender Steering and Implementation Committee

42. The GSIC, chaired by the Administrator or Associate Administrator, will continue to be the organization's principal gender equality oversight mechanism. GSIC, which has been expanded to the regional level, monitors the implementation of the gender equality strategy, by calling on bureau directors and chiefs of professional competency clusters[5] to report on progress in mainstreaming gender and women's empowerment. GSIC also serves as a peer review group, ensuring that bureau directors systematically integrate gender equality in each area of work. GSIC reviews the gender marker findings, as well as progress on gender parity within the organization. The Chair of GSIC reports its recommendations to the Executive Group for policy decisions and annually presents key GSIC recommendations to the Executive Board.

Gender marker

43. In 2009, UNDP launched the gender marker, which requires managers to rate projects against a four-point scale indicating its contribution toward the achievement of gender equality. The gender marker enables UNDP to track and monitor how gender-responsive each financial allocation and expenditure is. It also enables managers to analyse trends by region, outcome and focus area. UNDP will refine the gender marker to improve its utilization in planning and performance monitoring processes. This will include linking the gender marker to key decision-making exercises, such as annual reporting at all levels, and utilizing its results in annual strategic planning and reporting.

Gender equality seal

44. To increase capacity and accountability for gender mainstreaming, UNDP introduced a gender equality seal in 2012-2013. The gender equality seal is a corporate certification process that recognizes good performance of UNDP offices/units to deliver gender equality results. The seal provides a framework to guide senior managers in meeting specific performance standards. The seal will be rolled out across the organization to incentivize all business units and country offices to achieve gender equality results.

Gender architecture

45. As detailed in the strategic plan, 2014-2017, the organization of UNDP policy services is shifting from one based on a relatively rigid practice-based architecture to one focused on more flexible multidisciplinary, issues-based development solutions teams. The effectiveness of gender mainstreaming will depend on the ability of UNDP to create

[5] Title used in the UNDP global programme, 2014-2017 (DP/GP/3).

multidisciplinary task teams that include expertise in responding to the challenges of gender equality.

46. The Gender Team will continue to be the anchor of the UNDP gender architecture and will be housed within the Bureau for Policy and Programme Support. It will consist of a core team of no less than fifteen (15) gender policy advisors (or fixed-term equivalent capacity) posted at headquarters, global policy centres and regional service centres, who will position the organization at the global level, develop policies and provide technical assistance to country offices. The five regional bureaux will each invest, through their regional programmes, in at least one regional gender advisor to support their work.

47. In view of the UNDP focus on building country capacity, emphasis will be placed on the recruitment of gender advisers in country offices.

48. All country offices will present a plan to ensure they have the necessary gender expertise for their specific programme and country context, noting that offices with a portfolio over $25 million (at current funding levels, 40 country offices) would be expected to have a dedicated gender advisor in their office or equivalent dedicated capacity. Country offices will be encouraged to explore with partner agencies, in particular UN-Women, opportunities to leverage their expertise.

49. In order to deliver on outcome 4 of the strategic plan, 2014-2017, and on mainstreaming gender into their country programmes, country offices without a dedicated gender adviser or equivalent dedicated capacity[6] will be assisted by headquarters in programme design and quality assurance, as well as by gender teams in regional service centres and through peer learning and country-to-country collaboration methodologies.

50. All business units will be encouraged to bring on gender expertise. Where resources do not permit, a range of flexible options should be considered, including pooling capacities with other United Nations organizations and outsourcing expertise, especially for development of UNDAFs, country and regional programme documents or the planning of large projects and evaluations. Long-term consultants with gender equality expertise in the work areas of the UNDP strategic plan, 2014-2017, will be retained through a central roster. Likewise, for all non-gender-specific programmes and projects, UNDP will encourage offices to invest in expertise to ensure gender is mainstreamed in line with the strategic plan. It is estimated that these combined investments will result in the equivalent of at least 10 gender advisers. Together, these result in a total of 70 senior gender advisers throughout the organization (see table 1).

In country offices with greater than $25 million annual budget	40[7]
In country offices with less than $25 million annual budget	10
In regional programmes	5
At headquarters, global policy centres or regional centres	15[8]
Total	70

[6] For example, a country office could have two advisors who each spend half their time on gender rather than one professional with a gender advisor terms of reference.
[7] Or equivalent dedicated capacity.
[8] Or fixed-term equivalent capacity.

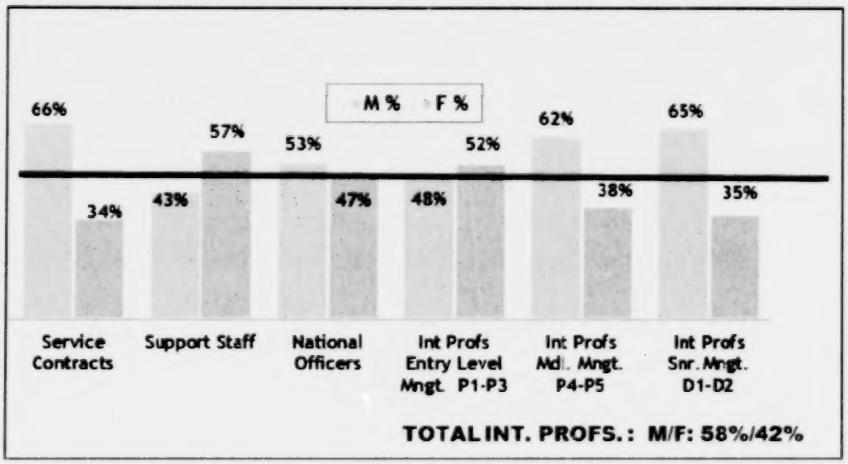
51. Consistent with UN-SWAP, each regional bureau, central bureau, global policy centre, major department and professional cluster is expected to have a gender focal point appointed at the P4 level or higher. All bureaux, regional centres and country offices are also expected to have a multi-disciplinary gender focal team headed by a senior manager. Focal teams should include programme, operations and human resource staff and should be centrally located within a business unit under the director or deputy director of the unit. All gender focal teams will have written terms of reference and at least 20 per cent of their time allocated to functions that should be tracked in the annual performance management and development system (UN-SWAP). Similarly, an annual action plan will guide, track and communicate the work of the gender focal team.

Gender parity within UNDP

52. Recognizing that no organization can reach its full potential where women are left behind or left out, UNDP announced a new gender parity strategy, 2013-2017.

53. Overall, 50 per cent of UNDP staff are women. However, while women are well represented within in entry-level positions, there are gender gaps at the middle and senior levels. At the P4 level, for example, women account for 39 per cent of staff and at the P5 level, they account for 37 per cent of staff. At D1 and D2 levels, women account for 35 per cent of staff (see table 2). At the resident coordinator/resident representative level, women account for 39 per cent of positions (see table 2)

Table 2. UNDP workforce by management level (first quarter 2013)



54. The UNDP gender parity strategy proposes several actions to attract, retain and promote female staff. They include: flexibility with 'time-in-post' policies to provide women opportunities to apply for P4/P5 positions after only two years in a duty station; special hiring measures for bureaux that fall below 45 per cent of women, including opening candidate pools only to women; a requirement that all bureaux address gender parity through retirement options for men and report on this issue as they work on the realignment of their capability during fiscal constraints; a requirement that all managers cultivate an inclusive work culture. The gender parity strategy is found in annex 6.

Capacities for gender mainstreaming

55. All staff should have basic understanding of and adequate technical capacity in gender mainstreaming. To ensure this, UNDP has developed and updated the Gender Journey Course: Thinking out of the Box, required for all staff by UN-SWAP.

56. UNDP has enhanced its staff training on the gender equality aspects of the substantive areas of the organization's work, shifting from generic gender analysis training for general staff to targeted training in specialized technical areas, such as gender and climate change. UNDP will continue to provide training and to allocate sufficient funding so that concrete results are achieved. It is recommended that at least 10 per cent of the learning budgets of global, regional and country offices be earmarked for gender-related learning activities.

57. Recruitment procedures must ensure that staff and consultants have gender core and functional competencies. All new personnel and consultants should possess the basic understanding, skills, experience and commitment required to work in a gender-sensitive manner. Lack of these attributes will be regarded as reason to reject a candidate for any UNDP staff or consultancy assignment.

58. In order to ensure gender-responsive staff performance management, UN-SWAP calls for the inclusion of results related to gender equality in staff work plans and appraisals. UNDP will implement this requirement by ensuring that performance reviews of all staff include an assessment of their contributions to achieving gender equality results.

Knowledge management and communications

59. The UNDP knowledge management function provides an opportunity to extract lessons learned and knowledge on what works or not and thereby helps to support countries with different typologies, in different regions and at different levels of development. UNDP will continue its commitment to maintain and invest in its global community of practice on gender equality and will increase the number of its external partner participants. UNDP will strengthen its collaboration with specialized global knowledge networks, in particular with International Knowledge Network of Women in Politics (iKNOW Politics) and the UN-Women Knowledge Gateway for Women's Economic Empowerment. UNDP will also use traditional media and social media tools to advocate for gender equality and promote results achieved.

60. UNDP will maintain its investment in regional knowledge management platforms and promote internal communities of practice to share its knowledge across regions and countries. Virtual debates, learning exchanges and the dissemination of knowledge products will be provided based on country office demand. UNDP will support successful knowledge platforms and networks in Latin America, Europe and the Commonwealth of Independent States, and Asia and the Pacific, and will invest in strengthening peer support mechanisms and communities of practice for Africa and the Arab States.

Financial resources

61. In line with UN-SWAP, a financial benchmark for resource allocation for gender equality and women's empowerment will be established at 15 per cent of the organization's resources for the strategic planning period 2014-2017. Furthermore, at least 15 per cent of UNDP funding in peacebuilding contexts will be allocated to address women's specific needs, advance gender equality and/or empower women and girls as their principle objective. All global, regional and country programmes will set aside resources for ensuring that gender equality results are met. In addition, UNDP has allocated $10.2 million for the strategic planning period 2014-2017 from the development effectiveness budget for gender mainstreaming across the organization.

62. For the first time, UNDP provides the Executive Board, through this strategy, with projections on the link between estimated resources and proposed gender outcomes. UNDP projects to deliver regular resources[9] worth $62 million and other resources[10] worth

[9] Regular (core) resources from the institutional budget and other Board-appropriated budget lines.

$520 million over the duration of the strategic plan, 2014-2017. These figures, by necessity, are projections rather than firm budgeting figures, since the final allocation of resources to outcomes is determined through the decisions of each programme country based on its priorities and the type and amount of funding available.

63. UNDP will launch the Flexible Trust Fund for Gender Equality and the Empowerment of Women in an effort to mobilize other (non-core), voluntary contributions to support the UNDP programmatic work on gender equality in line with its strategic plan. Preference will be given to funding United Nations joint programmes on gender equality and women's empowerment, as per contribution agreements with Flexible Trust Fund donors.

V. Coordination and partnerships

UNDP coordination role within the United Nations system

64. As UNDG chair and manager of the resident coordinator system, UNDP ensures that gender equality considerations are integrated in the coordination of all development assistance activities of the United Nations system. This includes supporting gender thematic groups at the country level (led by UNDP, UN-Women or another United Nations organization with a strong gender equality mandate and capacity on the ground, such as UNFPA, United Nations Children's Fund and others) to advance gender equality and women's empowerment in the context of national priorities. In addition, the resident coordinator promotes the use of system-wide tools, such as the United Nations country team gender scorecard.

65. Where there is a common country assessment/UNDAF process, the resident coordinator will encourage all participating United Nations organizations to substantially increase investment in and focus on outcomes and outputs relating to gender equality and the empowerment of women as per the 2012 quadrennial review resolution.

66. At the global level, UNDP will continue to contribute to the Inter-Agency Network on Women and Gender Equality, coordinated by UN-Women, and the Gender Equality Task Force of UNDG. At the regional level, UNDP participates alongside UN-Women and other organizations in UNDG gender thematic groups. UNDP will continue to work with United Nations organizations that have a mandate on education and gender equality, including on development planning and data collection for the MDG framework, the MDG acceleration framework and the post-2015 agenda.

67. UNDP globally co-leads three out of seven priority areas identified in the 2010 report of the Secretary-General entitled, "Women's participation in peacebuilding" (A/65/354-S/2010/466): inclusive governance, economic recovery and rule of law/access to justice. UNDP is also the global cluster lead organization for early recovery within the Inter-Agency Standing Committee, in which it promotes gender equality and women's empowerment in United Nations early recovery processes.

68. With UN-Women and UNFPA, UNDP leads efforts to meet the HIV needs of women and girls and to address sexual and gender-based violence, as part of the UNAIDS division of labour among United Nations organizations.

69. UNDP was actively involved in the development of the United Nations 2013 System-wide Action Plan on Youth, ensuring the inclusion of specific measures and indicators on young women's participation in decision making and politics. It also leads on various themes, including the political inclusion-related commitment of the action plan.

[10] Other (non-core) resources.

Coordination and partnership between UNDP and UN-Women

70. UNDP envisions an effective collaboration with UN-Women by: (a) scaling up gender equality programming and jointly providing gender equality services; (b) complementing each other in strengthening different national stakeholders; (c) sharing UNDP cooperation infrastructure with UN-Women; (d) drawing in joint work on UN-Women's expertise in policy formulation, monitoring and evaluation; and (e) where UN-Women operates as a non-resident agency, supporting UN-Women through its universal presence, with UN-Women often providing guidance and project design and UNDP leading on implementation.

71. While UNDP and UN-Women address similar development challenges, such as women's political participation, they do so through different entry points. For example, while UNDP, as the main provider of United Nations electoral cycle support, works with electoral authorities to ensure that elections are administered in ways that take into account the different needs of women and men, UN-Women works closely with women's organizations and women candidates to ensure their participation in electoral processes.

72. UNDP and UN-Women have collaborated on many joint initiatives at the country, regional and global levels. These include, but are not limited to:

(a) Enhancing women's political participation especially by collaborating in the areas of electoral cycle support, advocating for increased women's access to decision making; and partnering on the online iKNOW Politics;

(b) Supporting the UNITE to End Violence Against Women campaign of the Secretary-General and the implementation of joint programming in this area;

(c) Ensuring gender equality and women's empowerment are addressed in the post-2015 development framework;

(d) Leading, with UNFPA, the UNAIDS division of labour area on meeting the HIV needs of women and girls and addressing sexual and gender-based violence;

(e) Strengthening national efforts to comply with international legal norms and women's access to justice, including through implementation of the United Nations Global Women's Access to Justice Programme with the Office for the High Commissioner of Human Rights (OHCHR);

(f) Supporting the economic empowerment of women and partnering in the open global Knowledge Gateway for Women's Economic Empowerment;

(g) Implementing Security Council resolution 1325 on Women, Peace and Security and the United Nations peacebuilding mandate; and,

(h) Collaborating on key areas in crisis contexts, notably on strengthening the rule of law and participating in UN-Action Against Sexual Violence in Conflict, a United Nations network to prevent and respond to sexual and gender-based violence in conflict contexts.

Coordination and partnership with other United Nations entities

73. UNDP will work closely with other organizations and arms of the United Nations on advocacy, policy work and programme implementation advancing gender equality. These include, but are not limited to UNFPA, UNICEF, OHCHR, the International Labour Organisation, the Food and Agriculture Organization of the United Nations, the International Fund for Agricultural Development, the World Bank, the regional economic commissions, the United Nations Department for Economic and Social Affairs, the Department for Peacekeeping Operations and the Department for Political Affairs, as well

as the United Nations Office for South-South Cooperation and vertical funds such as Global Environment Facility and the Global Fund to Fight AIDS, Tuberculosis and Malaria. A number of other key regional and international actors, such as parliamentary forums, human rights organizations and economic cooperation bodies, also play a critical role in the implementation of global and regional commitments on gender equality. UNDP will exercise its convening power and expertise to engage with these actors to advance gender equality in inter-governmental initiatives, regional conferences and programmatic work. A table providing a snapshot of some areas of collaboration foreseen over the strategic plan period 2014-2017 is in annex 3.

Partnering with civil society

74. The 2012 quadrennial review encourages the resident coordinator system to strengthen coordination with all development stakeholders, including civil society, at the country level. The gender equality strategy, 2014-2017, recognizes civil society partnerships as essential to implementing the organization's commitments to gender equality.

75. UNDP will support and partner with civil society in the implementation of the strategy at global, regional and national levels. UNDP will be an active advocate for making space for civil society organizations (CSOs) at policy-making and decision-making tables, with a particular focus on engaging influential, experienced women's organizations and networks that represent grassroots and excluded groups. UNDP will engage CSOs in its own policy and programme development, as well as in the formulation of United Nations system-wide priorities, such as country-level UNDAF exercises.

76. UNDP will work with other United Nations partners, particularly UN-Women, to increase capacity development opportunities for women's groups and CSOs engaged in women's empowerment efforts, including them, for example, in country-based training activities around policy or service-delivery issues and supporting national and local organizations to attend regional or global gatherings.

77. UNDP, as part of inter-agency gender theme groups and other United Nations inter-agency initiatives, will support civil society efforts to deepen accountability for implementation of gender equality commitments, supporting their engagement, for example, in tracking performance on the MDGs, CEDAW and agreements emerging from the post-2015 agenda discussions.

Other important partners

78. Partnerships with three sectors of society have particular relevance to advancing gender equality and women's empowerment: academia, the media and the private sector. UNDP will continue to engage academic institutions to advance theory, analysis and evaluation on gender equality. UNDP will support academic institutions in the global south to strengthen their institutional structures that support gender equality, from women's studies centres to training institutes and think-tanks.

79. As the media is critical in shaping attitudes and changing practices that perpetuate gender discrimination, UNDP will continue to partner with mainstream, social and alternative media organizations, including as a vehicle to engage younger men and women in advancing gender equality.

80. UNDP will also work with the private sector, which is increasingly important to efforts to link gender equality with inclusive growth and sustainable development. The private sector has been a major player in extending services to economically empower women, such as through extension of credit services. UNDP will continue working with the private sector to further gender equality through the inclusion of financial services to underserved markets and the expansion of access to markets for small enterprises.

VI. Reporting on and evaluating the gender equality strategy

81. This gender equality strategy, 2014-2017, is aligned with the UNDP strategic plan, 2014-2017. As such, progress toward achieving the development results of the gender equality strategy will be measured against the relevant outcomes, outputs and indicators of the UNDP strategic plan, which are highlighted in annex 7 and will be reported accordingly. The institutional results outlined in section 4 of the gender equality strategy will be measured in accordance with the institutional effectiveness monitoring matrix provided in annex 8.

82. In addition, all bureaux are required to prepare annual reports for the Gender Steering and Implementation Committee, presenting progress towards the achievement of the strategy's development results, changes in gender parity, and gender marker data. These reports, along with the institutional effectiveness monitoring matrix, will inform the report on implementation of this strategy, which will be presented annually to the Executive Board at its first regular session. The report to the Executive Board will include a section on progress in implementing the strategy's development results, including concrete examples and transformative stories. A second section will present results in accordance with the institutional effectiveness monitoring matrix.

83. UNDP will conduct an independent evaluation of the implementation of the gender equality strategy, 2014-2017, upon its completion.